**EOSE VISION**

*for the sector*

“A sport and physical activity sector that fulfils its social, health and economic potential in Europe and its member states.”

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**EOSE VISION**

*Statement*

“By 2020, to be a sustainable, independent, non-profit civil society network and expert association acting as a focus for skills and workforce development in the sport and physical activity sector across Europe”

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**EOSE Mission**

“To facilitate and support the development of the sport and physical activity sector workforce, in bringing education and employment together, to ensure people working and volunteering have the skills and competences to perform and thereby to enable the sector to fulfil its potential.”
Dear EOSE Members, Partners and Friends,

As you will go through our Annual Report, the year 2018 will already have kicked-off, opening up new perspectives and opportunities for our association and the whole sector. Through this Annual Report you will see the legacy of 2017 which was undoubtedly a pivotal year rich in memorable activities, initiatives and moments.

We have seen new directions for the future of sport as well as new education and training policies. From the Kazan Action Plan (15th July), the EU Work Plan for Sport 2017-2020 (23rd May) and the Tartu Call for Healthy Lifestyles (23rd September) on one side, to the European Commission proposals to create a new European Framework for Quality and Effective Apprenticeships (5th October) and a European Education Area by 2025 (17th November) on the other side, new pathways have been opened and there will be a lot to build upon.

Together, these documents and initiatives are a promise to introduce new EU working methods, including cluster meetings and joint cross-sectoral actions. We believe that if utilised to the fullest, they could really make the difference for the sector and for society in general. EOSE remains committed to helping the sector to understand and engage with these new initiatives.

As for EOSE, 2017 will remain a milestone in our short and yet rich history. It will be remembered as the year during which we reaped the rewards of our first 15th years of activities.

As we are entering a year of celebration, let me once again highlight that EOSE would not have been able to achieve such ambitious and successful journey without the strong involvement and dedication of its national members -which are positioned at the heart of the association- and its staff members as well as the support of committed partners.

In 2018, we will celebrate the 10th Anniversary of the European Qualification Framework. It is our commitment to continue to research, consult, speak out, support and lead the change in skills and workforce development IN and FOR the sector in order to harness its full potential as driver for job creation, health, economic growth and social fairness.

A busy year is ahead of us, let’s move forward through it together!

Yours sincerely,

Thierry Zintz
EOSE President

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Since its creation, EOSE work has been driven by visionary and committed Presidents and Board members - with the support of a strong network of members and partners - who saw and acknowledged a new role for sport leading to new roles in sport. The journey so far has consisted in pursuing the work towards skills development and the modernisation of education and training to equip those working or volunteering in the sector with the right competences. All this would have not been achieved without the appropriate fusion of EU policies and tools, strong partnerships and meaningful collaborative and transnational projects.

"EOSE was created as a network of organisations willing to take common initiative to share good practice and knowledge in order to define a new way to align education and training with the needs of the labour market."

Jean Camy, Founder and 1st President of EOSE (2002 - 2005)

"Data on sports employment were sparse in most European countries (and missing for some), being limited to one or two categories of national labour force surveys, and being combined in broad categories. The European Observatory on Sport Employment (EOSE) sought to improve this situation for both research and policy purposes.

Alberto Madella, Former EOSE President (2005 - 2006)
“EOSE is now a strongly established research – practical and desk research- organisation, but is also a network organisation. A network of representative in various countries and this makes the power of EOSE. And I can only see the network growing in the coming years, to reach out the 28 member states of the European Union.”

Thierry Zintz, EOSE President (2012 – till now)

“EOSE shifted from a philosophical leadership to a more pragmatic approach with the aim to ensure people at national level understood the purpose and benefits to be part of a European network organisation.”

Stephen Studd, Former EOSE President (2006 - 2012)
KEEPING THE DEBATE ALIVE

“The interest of government and stakeholders towards Labour Market Information and skills development can be initiated through some momentum. In Lithuania, this momentum was created via the VOCASPORT study in 2003-2004. This may seem long ago but the interest was further exploited then through National study and I am grateful for the continuous opportunity provided by EOSE to keep the debate alive”.

Vilma Cingiene in December 2015, EOSE Secretary General, Lithuania.

RECOGNISED AS AN EXPERT & RESPECTED NETWORK


PRODUCING HIGH LEVEL COLLABORATIVE WORK

“I wanted to see EOSE as a knowledge and field expert think-tank developing its projects in the context of enhancing the quality and recognition of employment in the field of sport. I am overwhelmed that in the last 5 years EOSE has evolved that much through collaborative work. [...] To me the publication of the first ever EOSE book in 2014 is a milestone of my Presidency demonstrating what can be achieved through collective effort and most importantly a flagship for our organisation as it truly embraced the spirit of cooperation which animates EOSE.”

Thierry Zintz in December 2017, EOSE President, Belgium.

Concete results:

- The development of occupational standards in several sub-sectors (since 2006)
- The revision of NEARS and NEORS (2008)
- The first EOSE Book – “Sport: linking education, training and employment in Europe – an EOSE network perspective” (2014)

Involved in 4 EU Working groups (2014 - 2017)
2 DEVELOPING INNOVATIVE TOOLS AND PRODUCTS

“From a scientific point of view, the 7 Step Model has proven to be an effective methodology that can be used by a wide range of stakeholders to achieve a variety of education or employment objectives. It offers, in particular, a common and consistent approach that is, at the same time, flexible and adaptable to the different national VET systems. Additionally, used as a whole process, the model is ideal for stakeholders to give strategic leadership and modernise the vocational training and skills system in their sectors or to ensure qualifications and skills are relevant to the challenges and opportunities of the modern society.”

Simone Digennaro in November 2017, EOSE Treasurer, Italy.

CONCRETE RESULTS:
- The 7 Step Model - a structured approach towards workforce development (more p. 22)
- A European Training Programme on Sport Administration (more p. 12)
- The T2MIS platform - an Online Tool to make Learning Mobility a reality in sport (more p. 28)


Co-rapporteur of the High Level Group on Sport Diplomacy (2015 - 2016)

“My message [for EOSE 15th Anniversary] is very simple: please keep up the good work! It is thanks to organisations like yours that we can implement our policies and our political priorities. In particular, skills development is a priority for the European Commission, so I very much look forward to continue working with you on this important topic.”

Tibor Navracsics European Commissioner for Education, Culture Youth and Sport.
We believe at EOSE that if the sector is to meet its challenges and impact positively on wider agendas such as health, social inclusion, regeneration and education, it is imperative that those working and volunteering in sport are equipped with the necessary skills and knowledge through fit for purpose qualifications. Indeed it is a people-facing sector, where the interaction between people, whether this is at the grassroots or high performance end of the spectrum, is paramount to its success.

EOSE RAISON D’ÊTRE

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TO CONDUCT ITS ACTIVITIES, EOSE ASSETS ARE AS SUCH

- 4 Permanent staff in 2017
- 5 Executive Board members
- 29 Member organisations
- 19 National Ambassadors

"THE IMPACT OF SPORT GO DELIVERY OF SPORT ACTIVIT FOR SPORT LEADING TO"
EOSE activity responds to the fact that it is becoming more and more important for the sport policy makers, the whole sport industry and the training providers of each country to have a better understanding of the real needs of the labour market and also changes affecting that market.

Driven by a desire to be a catalyst for workforce development and initiatives, EOSE has been developing, managing, contributing and supporting a wide range of European projects/studies. EOSE will keep on investing in this direction as we strive to encourage exchange and interactivity in order to identify possible collaboration and synergies to be developed.

Since 2002

- **40** EU funded projects since its creation
- **34** Countries
- **157** Partners
- **25** Projects as a leader
- **20** Projects as a partner
- **27** EU/INT NETWORKS (Umbrella Orga., EU FDs etc)
- **115** Partners
- **4.554.836 €** Total projects grant for the sector
- **4.835.310 €** Total projects grant for the sector
- **24** EU networks (Umbrella Orga., EU FDs etc)
- **30** Countries

"THE IMPACT OF SPORT GOES FAR BEYOND THE DAILY DELIVERY OF SPORT ACTIVITIES AND WE SEE NEW ROLE FOR SPORT LEADING TO NEW ROLES IN SPORT."

5 true and facts about EOSE

5 true and facts about EOSE

GO FURTHER, WATCH EOSE SPECIAL VIDEO
Our Members

20 COUNTRIES

EOSE MEMBERSHIP IN
2017

29 ORGANISATIONS

Network & sphere of influence

DENMARK
BELGIUM
BELGIUM
BULGARIA
FRANCE
FRANCE
DENMARK
FINLAND
FRANCE
GERMANY
GREECE
ITALY
ITALY
ITALY
ITALY
HUNGARY
ITALY
MSA
ITALY
ITALY
IRELAND
LATVIA
MAGIC HAPPENED WITH THE FIRST EVER EUROPEAN PILOT TRAINING PROGRAMME ON SPORT ADMINISTRATION*

Developed as a pilot and hosted by the Sport Institute of Finland in Vierumaki (Finland) from the 3rd to the 9th of September 2017, the #S2Asport2017 training programme was a blend of lectures, role play scenarios and physical activities which created a community of 40 European emerging leaders in Sport Administration.

The high number of eligible and outstanding applications from all over Europe received in May 2017 through the open call for participants (with more than 75 coming through the S2A-Sport partnership only) confirmed the interest in such a training opportunity and set the stage for successful implementation.

The 5 day programme was designed to improve the participants’ skills and competences in demanding sport administration positions to help develop their work and organisation. Furthermore, it offered a modern international way of education as well as means for European networking.

Hosted in an iconic place, the 40 participants enjoyed a unique training experience to develop their knowledge through five main development topics:

1) Understanding and Developing Strategy, 2) Understanding and developing people, 3) Maximising resources, 4) Effective operations and 5) Developing sport and physical activities.

The pilot programme proved to be a great success and was very well assessed by the participants. EOSE will, together with the S2A-Sport partnership and its network of members, build upon this first learning experience and explore opportunities to deliver such innovative training in the future.

“It was a great week and I am so grateful that I had the opportunity to be part of it and to share it with all of you. New great friends, new skills, a lot to take back to our organisations and new opportunities for collaborations and cooperations. I look forward! A big thanks to organisers for making it possible.”

Chris Spiteri, Participant from Malta

*As part of the S2A-Sport project, co-funded by the Erasmus+ Programme of the European Union
As skills and workforce development topics are building momentum in the sport and physical activity sector in Europe, EOSE’s ambition is to provide concrete opportunities for collaboration and synergies at all levels.

On the 23rd of June 2017, some national organisations with an expertise and interest in skills development in the sector from Austria, Czech Republic, and Slovenia, were invited to take part in an EOSE Membership Development Workshop organised in Vienna (Austria).

The event was hosted by the European Handball Federation (EHF) – as part of the recently signed MoU between the two organisations- and provided the opportunity to facilitate the sharing of realities and barriers facing the sector at both the EU and national level, to discuss EU policies and to exchange on identified good practice particularly in the fields of non-formal and informal learning and learning mobility in sport.

The workshop also gave the chance to present and explore the potential involvement of the participating organisations as regard skills issues. Concrete opinion and feedback from EU network organisations on potential ways of collaboration and synergies and on how the project can contribute to the overall EU Work Plan and priorities for the sector were collated.

It is our hope that the legacy of this event will create the conditions to work in collaboration and to identify the future priorities of the sector.

More about the ESSA-Sport project page 30
EOSE

expertise

IN BRIEF

EOSE is a technical and expert independent not-for-profit organisation acting at the European level with specialist knowledge and expertise in the sport and physical activity sector, the labour market, the sport systems and Vocational Education and Training policy.

EOSE has a track record of leading and delivering European funded projects and activities (see page 9) which draw on the expertise of its network of members, partners and staff.

These projects have enabled EOSE to carry out various activities and develop expertise in the following specific areas:

- Research and Methodologies
- Occupational Standards
- Project management
- Education and Training
- Collaborative networks.
A FOCUS ON SKILLS DEVELOPMENT INITIATIVES

Besides the work conducted with its members, EOSE is also involved in supporting some activities and projects lead by various partner organisations (more info page 20). Indeed, EOSE –together with its sister organisation, EOSE Services- is working to provide a range of services and activities based on their combined expertise to act:

► As an Adviser – providing advice to members and partners on the identification of the priorities and recommendations to be implemented, on the preparation of workforce development strategies and on potential collaborative project proposals and initiatives;

► As a Partner – leading or providing support and expertise to implement national and European/International projects and initiatives;

► As a Networker – using its networks to expand the reach and impact of project work, to encourage synergies, dissemination and exchange of good practice;

► As a Facilitator – supporting exchanges between key stakeholders at the national and European level in the worlds of employment and education, applying a top down and bottom up approach, undertaking research and detailed technical consultation;

► As a Consultancy – commissioned to undertake a range of services and provide expert support in a range of specialist areas.

“Sport: all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”

Definition from the Council of Europe
First and foremost, I would like to express my appreciation for the job done by EOSE so far. [...] Awareness rising and encouragement of the development of knowledge, skills and competences among staff and volunteers, cooperation in standard rising in the education of trainers and coaches as well as volunteers by facilitating the exchange of information and experience between policy-makers and sport stakeholders would be the steps to promote a successful workforce development.

Marīte Seile, Latvian Minister of Education, Science, Youth and Sports

EOSE was commissioned by World Rugby, the global federation for rugby, to support the work of their Pitch Side Medical Education Working Group. Specifically EOSE was tasked with carrying out an equivalency and mapping project to look at first aid and medical education courses from around the world and map them to the World Rugby suite of medical courses to produce a list of equivalent courses. This piece of work will help medically trained individuals to be recognised in rugby and will help national rugby federations around the world with the identification of suitably qualified individuals in the medical area.

During 2017, EOSE was asked by the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to support two major pieces of work:

1. the application process for individuals to become Chartered Members of the Institute,
2. the development of Professional Standards for sports management in the UK.

These new standards will inform all education and training in sport management in the UK and are written to reflect the reality of management occupations in the UK sports industry.

They talk about us

"I share the views of experts who believe that the modernisation of the education system in the field of sport should be driven by the demands and needs of the sport and physical activity sector, a growing sector with increasing international dimensions."

Androulla Vassiliou, Former EU Commissioner for European Commissioner for Education, Culture, Youth & Sport

First and foremost, I would like to express my appreciation for the job done by EOSE so far. [...] Awareness rising and encouragement of the development of knowledge, skills and competences among staff and volunteers, cooperation in standard rising in the education of trainers and coaches as well as volunteers by facilitating the exchange of information and experience between policy-makers and sport stakeholders would be the steps to promote a successful workforce development."

Marīte Seile, Latvian Minister of Education, Science, Youth and Sports

"We are very interested in your work and think it’s very important that there is an institution such as EOSE «bridging the gap» between the work of the EU Commission and the reality-based efforts of sport federations dealing with this sector!"

Helmut Höritsch, Director of Competence & Academy Network, European Handball Federation
EOSE is using various communication channels and tools, to inform the widest ring of stakeholders of the challenges of the sector and latest EU policies, to make them aware of good practice and initiatives around skills development, and to encourage them to share experiences and transfer information.

**EASY ACCESS TO A EUROPEAN RESOURCES CENTRE** introducing the key stakeholders and their role as well as gathering the work they lead having an impact in the field of sport, education and employment.

**SPECIAL EMPHASIS ON OUR EXPERTISE**

**KEY FIGURES** since the launch in May 2014: 31,138 individual users, 80,559 pages seen, average of 1:50 min spent per session (as of the 6th of December 2017).

**WEBSITE**

www.eose.org

**INTERVIEWS WITH KEY STAKEHOLDERS**

**TWELVE EXCLUSIVE INTERVIEWS & FOREWORDS** since September 2014.

**SPECIAL INSIGHTS INTO EU POLICIES,** fundings, work and initiatives.

**RAISING AWARENESS ABOUT EOSE’S WORK & ACTIVITIES.**

**PRICELESS INPUTS ON EUROPEAN** current and future challenges and opportunities.
EVERY 2 MONTHS A SPECIAL INSIGHT INTO THE EOSE WORLD:
a tool to communicate on the activities of EOSE, members and partners
across Europe, to inform people about latest developments and good
practices, to disseminate links with key documents and highlight main
events in the sector.

KEY FIGURES: 7 EDITIONS sent in 2017 to a GROWING DATABASE
data of contacts (+ 9.4% of subscribers in one year) reaching over 1,330
individual subscribers.

EASY AND FAST BROWSING INFORMATION about EOSE’s activities and
relevant news and articles of the sector
MEANT TO RAISE THE PROFILE OF EOSE AND EXPAND ITS SPHERE OF
INFLUENCE
DEBATE WITH HIGH LEVEL STAKEHOLDERS
ACTIVELY CONTRIBUTING TO:
#SKILLSSETMATCH, MOBILITYSUPPORTJOBS, #SKILLS4SPORT,
#JOINLEARNRGROW, BEACTIVE

KEY FIGURES: + 28% OF SUBSCRIBERS ON LINKEDIN IN 2017; +22% OF
FOLLOWERS ON TWITTER IN 2017.

A NEWLY DEVELOPED PRESS ROOM
aiming to encourage change and
modernisation
A SERIES OF INTERVIEWS aiming to
provide insight into EOSE world, vision and
activities
ANIMATED TOOLS to present in a simple
and pragmatic way the potential of the
sector, the realities around education and
employment, related EU policies and the
mission of EOSE network.
SPORT
- EU White paper on sport 2007
- Lisbon Treaty - Art. 165 2009
- Communication on “Developing EU dimension in Sport” 2011
- 1st EU Work Plan for Sport 2011-2014
- 2nd EU Work Plan for Sport 2014-2017
- 3rd EU Work Plan for Sport 2017-2020
- Tartu Call for Healthy Lifestyles 2017

EDUCATION
- E&T 2020: Strategic framework for cooperation in education & training 2009
- Joint Education and Training Report on the implementation of ET2020 2015
- Paris Declaration on Promoting citizenship and common values 2015
- New European Framework for Quality and Effective Apprenticeships 2017
- European Education Area by 2025 2017

EMPLOYMENT & SKILLS
- New Skills for New Jobs: Anticipating and matching labour market & skills needs 2009
- Youth on the move 2010
- New Skills Agenda for Europe 2016

Sport and physical activity is ingrained across all communities, affecting a large percentage of the population, and is used to address wider European and Government agendas including health, social inclusion, regeneration and education.

This has been showcased in different studies and is officially recognised by key institutions at all levels e.g. World Health Organisation, the European Union, and United Nations.

Moreover, the Council of the EU has recently identified sport as a tool to tackle youth unemployment directly as an employer and indirectly as a developer of skills and competencies in young people. Last but not least, the Paris Declaration on “Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education” from March 2015 has recognised the potential and role of sport and physical activity when aiming at better access to education, social integration, transversal skills development, intercultural dialogue and civic values.

At EOSE, we are convinced that linking to European directives and initiatives gives the sport and physical activity sector greater legitimacy. It has therefore been instrumental in developing and implementing EOSE long series of European funded projects through the past fourteen years of activity.

Indeed, EOSE has always considered it very important to ensure the development of innovative activities and tools directly linked with the priorities included within the Education, Employment and Sport Policies to give the sport and physical activity sector legitimacy.
IN PRACTICE: A FLEXIBLE TOOL TO PROVIDE A COORDINATED RESPONSE TO THE MAIN CHALLENGES FACING THE SECTOR IN TERMS OF EDUCATION AND EMPLOYMENT

We believe—as illustrated per the diagram above—that the development of a skilled workforce of paid staff and volunteers through fit-for-purpose qualifications will enhance the sector’s chances to meet its potential and positively impact on the economy (e.g., tourism, employment), health (e.g., participation) and social dimension (e.g., integration) of a nation and the European Union as a whole.

This potential can only be realised through a skilled workforce of professionals and the huge army of volunteers that lies at the heart of the sector. Through a series of EU funded projects, EOSE has developed a methodology called the 7 Step Model or Lifelong Learning Strategy for Sport and Physical Activity which provides a framework for the development of a strategic approach to ensure that vocational education, training and qualifications exist to support the workforce.

The Model has been mainly produced to understand and anticipate realities, changes and future skills needs of the labour market. It has been tested in different areas of the sector, including health and fitness, golf and more recently sport administration, and disseminated and implemented at the national level.

It aims to bring together the education and employment stakeholders in a collaborative approach to understand and anticipate realities, changes and future skills needs of the labour market, and to ensure that Vocational Education and Training provision is fit for purpose and in line with the needs of the workforce.

EOSE is confident that the Strategy can positively impact on the supply of education and training for the sector and improve the skills and competence of the workforce.

More about the 7 Step Model
1. Labour Market Intelligence
2. Occupational Map
3. Occupational Descriptors
4. Functional Map
5. Competence Framework / Occupational Standards
7. Quality Assurance Process
**RATIONALE**

The 7 Step Model has been mainly produced in order to:

- Understand and anticipate realities, changes and future skills needs of the labour market;
- Organise the sector in support of the European policies and strategic initiatives especially the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET);
- Promote a transparent and flexible education and training system with clear learning & career pathways;
- Engage main stakeholders from the sector;
- Facilitate the link between the worlds of education & employment;
- Match education and training to the needs of the labour market;
- Equip the workforce with the right skills and competences through fit for purpose qualifications and courses;
- Facilitate the economic growth and social impact of the sector;
- Improve the recognition of competences and qualifications;
- Support mobility, transparency and mutual trust of qualification.

**IMPLEMENTATION**

This strategy has then been tested and amended through a series of European projects and is therefore flexible enough to be used by a wide range of stakeholders in the fields of both sport and education.

Indeed, the Model can be utilised as a set of tools and a reference point to achieve a variety of education or employment objectives and also to develop an organisation's role in the sector.

**Measures of success are as below:**

- Acknowledgement as a valuable and transferable method by experts such as the CEDEFOP;
- Successful delivery of a strategic programme of EU projects work: EQF Sport, LLLSport, VSPORT+, S2A Sport;
- Uptake of 7 Step Model at a national level to implement NQF (Poland) or develop a training programme (Malta);
- Use of the methodology’s outcomes by European Federations and internationally (EGA and PGAs of Europe in the golf sector, EuropeActive and EC-OE in the fitness and outdoors sector).

**RECOGNITION**

The model has been recognised by many actors in the sector as a concrete methodology able to bring together the worlds of education and employment and to ensure that vocational education, training and qualifications exist to support the development of a competent workforce through fit for purpose qualifications and training programmes.

“We had doubts when we started implementing the 7 Step model as part of the Golf Stand Project. But believe me, we got more than we expected. Indeed the project has created opportunities to develop synergies between our members, especially in terms of mobility, far beyond what we could have imagined. Last but not least, we are still using the outcomes of the projects and we have developed a continuous reevaluation process to ensure we adapt our standards regularly”.

Ian Randell, Chief Executive of PGAs of Europe

**BENEFITS**

Should we manage to reach a point where the 7 Step Model is widely disseminated as a process for qualification reform and modernisation, then we will have developed together:

- A framework of skills and competences to be translated into national qualifications and training programmes at a national level in line with NQF/EQF;
- A common framework that supports learning mobility and transferability between countries;
- Understanding of occupational standards and learning outcomes approach.
EOSE in European projects
EOSE in European projects

BACKGROUND

EOSE work with and on behalf of its members and partners, in their mission to analyse the labour market, and to promote and support the modernisation of the education systems, the synergies between stakeholders and the development of a competent paid and unpaid workforce that are essential to the success of the sector.

EOSE seeks to position itself and its members at the centre of Vocational Education and Training (VET) policy in Europe and to be seen as an expert organisation recognised as such by the European Commission. Indeed, EOSE has a track record of developing, leading and delivering high quality and sustainable European funded projects and international activities with the strong commitment, contribution and expertise of its network of members and experienced staff.

During the year 2017, EOSE has been actively involved in the development of several European project proposals and has participated as promoter and/or active partner in various European projects.

The following pages briefly introduce the European Projects:

- Conducted and lead by EOSE in 2017 both as “PROMOTER” or “INITIATOR/LEADER”
- In which EOSE played the role of active “PARTNER”.

It also provides a quick insight into a major transnational project awarded to EOSE in 2017 but that will start in 2018.
The S2A Sport project focused on the skills needed by “Sport Administrators” who have a crucial role in the delivery of sport and are acting as paid staff or volunteers in local, regional, national and European sport organisations across Europe. They have the responsibility to translate the overall strategy of their organisation into action, to turn the ambitions of the sport into real programmes that will attract more participants and bring success, to apply policies for good governance and to ensure the integrity of sport.

Sport administration includes the processes and activities of running an organisation operating within the sport sector at local, regional, national and European levels. It includes skills and competencies that enable individuals to coordinate, manage, market, organise and deliver sport in line with the governance and direction of the organisation.

It is recognised that a gap exists between the competencies of Sport Administrators within sport organisations and the skills needed to properly fulfil the realities and expectations of this position.

Through the implementation of the 7 Step Model, the overall aim of the S2A Sport project was to research and analyse the expected competencies of sport administrators within sport organisations, to define the knowledge and skills needed to properly fulfil the realities and perform effectively in this position, and to design/pilot an innovative and adapted training programme handbook and curriculum for Sport Administrators in Europe.

In 2017, the innovative project outputs were live tested through an ambitious European Pilot Training Programme (Vierumaki, Finland, 3rd to 9th of September) and a consultative European Final conference (Lyon, France, 29th of November), each of them gathering 40 participants. Both events confirmed the relevance of the approach to contribute building the capacity and effectiveness of sport organisations across Europe.

The consortium which collaborated to achieve this ambitious project brought together a unique combination of stakeholders composed of 8 national organisations and 4 pan-European associations from 10 different European countries.
Main expected outputs:

- A multilingual project leaflet
- A project website
- An analysis of the sport administration labour market in Europe
- Industry-led occupational standards for sport administration in Europe
- An innovative training programme handbook and curriculum for sport administrators
- A testing/pilot session
- A guide for sustainability and quality assurance

What to expect in 2018?

- A user friendly training manual to help sport organisations develop their team
- Professionally designed and printed version of all the project outcomes

"When 40 different people come together, some amazing things can happen. Huge THANK YOU for the warm atmosphere, sincere laugh, great adventures and memories, hard job and experience and all the fun we had during this week of not only studying but making something memorable and amazing as well. I am glad I had an opportunity to meet each one of you. Keep moving, keep improving! Hope it’s not the last time we meet! #S2Asport2017"

Virginija Paliukaite, Participant to the S2A-Sport Pilot training Programme
FACILITATING ACCESS TO LEARNING MOBILITY AND INCREASING THE LEVEL OF TAKE UP IN THE SECTOR

The final report of the Feasibility Study on Learning Mobility in Sport conducted by EOSE in 2013 provided clear evidence of a considerable latent interest and demand from the sector (mainly due to low level of awareness of the opportunities offered by EU funded programmes) as well as many tracks for future cooperation.

With the project T2MIS – Ticket to Mobility in Sport, EOSE is working with the partnership to develop an adapted online solution to tackle the identified barriers and create conditions to make mobility a reality in sport and physical activity. The aim is indeed through this project to create the conditions for the sport sector to take part to mobility activities while helping the visitors to find their way into learning mobility opportunities and thus ensure that the sport and physical activity sector can benefit from a culture of learning mobility, building upon development training and lifelong learning to enable the workforce and their organisations to keep their skills and competences up to date.

How is this done? In designing and developing an online European Mobility Tool for the sport sector. The tool aims at simplifying and clarifying the presentation of existing Learning Mobility funded opportunities and to raise the level of awareness of such opportunities within the sport sector. This innovative tool that will be designed and widely tested should provide a common entry point and a straight forward platform to highlight the benefits of learning mobility for individuals and organisations, differentiate and present existing opportunities for the sport sector and provide information regarding criteria of eligibility, objectives and priorities, and provide quick access to some good practices and key documents.
Main expected outputs:

- A desk research of existing funding opportunities
- A desk research of existing funded projects / good practice
- An online European Mobility tool

What to expect in 2018?

- Live test of the pilot tool in the partner countries
- Official launch of the European Mobility Tool

“Learning Mobility offers a unique platform of building substantial network of long-term contacts where ideas can be interchanged and discussed. As Head of this entity I strongly recommend other employers to engage in learning mobility experiences which are of great value to both employees and the company.”

Mark Cutajar, CEO of Sport Malta (2014 – October 2017)
The ESSA-Sport project aims to deliver the first Europe-wide Employment and Skills map for the whole sport and physical activity sector – a sector of huge economic and social significance where new businesses and jobs are being created and new skills are needed to match the expectation from the labour market.

Coordinated by EOSE with the help of the EU social partners in the sector (EASE and UNI-Europa Sport), the project is supported by a wide network of 18 national organisations acting as researchers and coordinators who will carry out desk-research activities and consultation to analyse the employment situation, skill needs and priorities for the sector. Some further EU Network Associations complete that consortium and will act as expert advisers to engage the whole sector.

The project will research available sources of national statistics to define and understand the labour market across the member states and will also conduct a major online survey across the EU to identify the skill needs of employers.

Consultation activities will take place at the EU and national level to finalise a European strategic action plan including detailed priorities and recommendations to help ensure education, training and qualifications are geared towards the realities of the sector, and to inform the real employment opportunities and skills needed in the sector.

ESSA-Sport aims to bring the whole sport and physical activity sector together for the first time at a time when expectations of the sector are rising with governments aiming for improved levels of health through physical activity, for sport to be at the heart of social integration, enhanced governance in the field of sport and to improve the employability of young people through the education and personal development it offers.

The rationale for the project was demonstrated in a recent EU Feasibility Study (2014) undertaken by the same lead partners and funded by the DG Employment, Social Affairs and Equal Opportunities which underlined the strong need and support expressed by the sector for the establishment of such Alliance to provide the basis for a coordinated approach to analyse the changing labour market and developing solutions to re-skill the workforce with modern, fit for purpose training and qualifications.
Main expected outputs:

- The first EU wide Employment and Skills map of the sport and physical activity sector across the 28 Member States
- Development of national stakeholder groups
- A European Strategic Skills Action Plan (priorities/recommendations) to help ensure education, training and qualifications are geared to the realities of the sector
- Creation of a EU Sector Skills Alliance as a sustainable mechanism
- 1st ever EU Skills Seminar in Sport

What to expect in 2018?

- 2nd EU sport networks workshop on skills and workforce development
- First European online employer skills survey for the sport sector
- 3rd national coordinators meeting

Dr Joachim James Calleja, Director of Cedefop

"Filling the gap between labour supply and demand is a driving force which could attract learners who have been marginalised by systems of education to meaningful and relevant lifelong learning and employability. It is clear to my mind that this project is a good example of how we can bring the world of education and training closer to the world of employment."

Project website: www.essa-sport.eu
EOSE has been advocating for the recognition of "skills development" as a key topic for the sector for many years now and we were delighted to notice a clear signal in the 2017 Erasmus+ Sport Chapter call for proposal with the mention of the "Promote education in and through sport with special focus on skills development" as a key priority.

It is therefore a great pleasure to let you know that EOSE will coordinate in 2018 an Erasmus+ Sport Chapter project focusing on a very promising topic and area.

“Sports officials are essential for all sport competitions, it’s not just the technical skills that are important, but also the development of soft skills, including non-sport specific such as communication, effective management skills, personal brand and many more all of which are vital to the future of sport in Europe. Researching the sector and defining standards for sports officials will provide a solid base for future development of the role of sports official in Europe.”

Howard Webb, UEFA Champions League and FIFA World Cup Final referee.

The innovative ONSIDE project will explore, for the first time at the EU level, the generic competences, skills and knowledge of sport officials (e.g. umpires, referees, judges), such as decision making, fair play, integrity and communication, – covering all sports and nations.

The 36 months project (starting January 2018) will build upon a unique partnership made of 11 partners from 9 different countries – including 3 International/European sport federations, 2 national sport federations, a national sports council, a national Olympic committee, a university, and 2 national associations of sport officials.

The 7 Step Model will serve as a pattern through the project to provide an interactive mapping of the skills and occupations of sport officials. The education component of the project will create a training handbook and will also deliver training through innovative learning methods, including e-learning courses which will in turn inform the project legacy.
It is part of EOSE’s DNA to encourage, support and contribute to the development and implementation of innovative and transnational EU funded projects and activities lead by other organisations from the sector.

The condition for the involvement of EOSE was that each project or activity should always be aligned with the vision of the organisation and with the expertise of the staff and members which composed the network.

While taking part in a project/activity, the end goal is always to contribute to the development of the sport and physical activity sector, to expand and strengthen our network of contacts, to learn from other partners, to share challenges and exchange good practice, and to envisage continuity and further priority actions to be implemented in the sector.

EOSE is therefore in a position to act in various role as part of EU funded projects:

- **As an expert** - contributing to the preparation of workforce development strategies
- **As a multiplier** - using its network to expand the reach and impact of project work (identifying, disseminating and sharing best practices)
- **As a facilitator** - bringing its experience in managing some of the administrative workload and organising meetings and events
- **As an evaluator** - carrying out a mid-term and final evaluation with the aim to help the project-team learning by analysing the ongoing and completed activities, thus ensuring that the project activities are of a high quality.

In the following section, you will find a brief presentation of the main projects in which EOSE has been actively involved as partner in 2017
A TRANSNATIONAL COLLABORATIVE PARTNERSHIP ON SPORT, HEALTH AND PARTICIPATION

The GoGolf Europe project, funded by the European Commission under Erasmus+, was developed to:

- Increase the awareness of, and evidence base for, the health benefits of golf for European citizens
- Increase participation in the sport of golf at a pan-European level

GoGolf Europe provided a unique opportunity for golf to demonstrate its value in providing health benefits to European citizens and its significant contribution towards the wider objective of increasing physical activity levels. The project also tested an innovative training approach in order to blueprint a model for effectively increasing golf participation of youths at grassroots level across Europe.

Led by the European Golf Association (EGA), the transnational partnership brought together a mix of stakeholders with a diverse set of skills and perspectives. It included the National Golf Federations from five European countries: the Czech Republic, Estonia, France, the Netherlands and Portugal, alongside the PGAs of Europe, the European Observatoire of Sport and Employment (EOSE) and the University of St Andrews. Within the five collaborating member states, a total of 640 youths were given the opportunity to learn and play golf for the first time through a series of 12 lessons of two hours per week provided by local golf coaches.

Further information about the project and all final outputs available on www.gogolfeurope.eu
In the light of the well-known participation gap between men and women, boys and girls in sport around the EU, the European Us Girls project serves as a pioneer with a long-term perspective, offering a solution for tackling heads on the issue of gender inequality in grassroots sport. It aims to facilitate the training of young women to be peer educators in grassroots sport.

Bringing together, for the first time, six high quality organisations that operate in the grassroots sport and physical activity sector, the project will achieve results addressing two important EU policy agendas:

- Increasing female participation in grassroots sport and physical activities, in particular young women with fewer opportunities aged 13-30 years.
- Increasing female volunteering in sport, in particular non-formal peer education.

European Us Girls will create new training and learning resources adaptable for different national settings that can be rolled out Europe-wide. In particular, building upon the award winning programme “Us Girls” by StreetGames, a new international course to train young women to be peer educators in grassroots sport will be developed.

The project will create a large and dynamic new European network for grassroots sport.

Further information about the project and working progress available on: www.streetgames.org/our-work/us-girls

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**Funder**

Erasmus+

**Leader**

StreetGames

**Full Title**: European Us Girls

**Funded under**: Erasmus + - Sport Chapter

**Duration**: 24 months (January 1st 2017 – December 31st 2018)

**Project Leader**: StreetGames

**EOSE role** as partner:

- Supporting the desk research of good practice in France
- Co-leader of the development of the international course
ASPIRING TO ACCESSIBLE SPORT CLUBS THAT WELCOME REFUGEE

Co-funded by the Erasmus+ Programme of the European Union and supported by the European Lotteries Association (EL), ASPIRE could serve as a pioneer in long-term perspective, with added value of sport in offering a solution for inclusion during and after the settlement of refugees.

ASPIRE has indeed the main aim to offer suitable participation opportunities for refugees in and through sport, physical activity and play. This aim can be best achieved by the development and implementation of a training module that can support people involved in sport to adapt their existing coaching activities to the specific context of the refugees. The training module will enhance the skills and competences of facilitators in the area of psychosocial support and intercultural learning, and also compile innovative approaches to make sports organisations more open, accessible and inclusive.

The ASPIRE main expected outcomes are:

1. An academic research on the needs and challenges of refugees and sport organisations.
2. A training module targeting people involved in sport (e.g. coaches, project leaders, volunteers), as well as social and aid workers and refugees with a sporting background.
3. 9 national training sessions to test the training module.

Further information about the project and working progress available on www.aspiresport.eu
TOWARDS A SUSTAINABLE FRAMEWORK ENSURING MORE PEOPLE WITH DISABILITIES HAVE THE OPPORTUNITY TO LEAD A MORE ACTIVE LIFESTYLE

The project which will run for 3 years is co-financed through the Erasmus+ programme of the European Union and will seek to establish a cross-sectoral cooperation model at a European sub-regional level that develops, exploits and implements good practices for integrated pathways of lifelong physical activity for people with a disability.

In collaboration with a strong partnership which includes 13 organisations from 8 countries, the project will work to develop 5 distinct areas of Paraport in the Nordic region:

- Marketing
- Recruitment
- Competition
- Education
- Governance.

In each of these areas the partners will focus on establishing “Knowledge Hubs” in order to gather examples of good practice, develop creative solutions to meet the need of the sector and then test the solutions through pilot activities.

The project will run until the end of 2019 and will seek to define common elements in the collaborative process in the Nordic region in order to then provide the basis for successful models of co-operation to be established in other sub-regions of Europe.

EOSE role as partner:

- Co-leading the valorisation and sustainability process
EOSE has conducted a high number of activities in 2017 which was made possible and successful because of the strong commitment, contribution and involvement of its network of members and partners, the dedication of its Executive Board members and the work of its staff.

Each activity was carried out to provide solid groundwork to strengthen the network of the organisation, to pursue the expected mission and activities/projects and to support the development of the sector.

Organising internal events and attending conferences and workshops was crucial to engage with our members and build a proper understanding of their expectations, priorities and the real issues facing the sector across the EU, but also to expand our knowledge and strengthen the relationship and recognition of EOSE by other stakeholders from the sector as well as key policy and decision makers.
The activities carried out in 2017 can be divided into 3 main categories:

1. Internal organisational and managerial meetings
2. Networking and awareness raising activities
3. Knowledge and expertise sharing activities

2017 at a glance

61 EVENTS
31 Attended
30 Organised
19 Countries visited
In 2017

- with the aim to increase and strengthen the recognition of EOSE and understanding of the work undertaken at the international, European and national level in the sectors - EOSE organised (marked with a blue bullet point) but also attended as speaker or participants a series of events and workshops, fully listed in the attached timeline and some of which further developed below.

- CONFERENCE «LES RENCONTRES DE LA NIAQUE» (The fighting spirit meetings)
  Discovering what happen when the sport and business worlds meet
  ° Paris (France) - 18th January 2017

bpiFrance

The 3rd edition of the "Rencontres de la Niaque" was for the first time fully devoted to the sport sector. This Special Champions edition brought together a multitude of clubs, top athletes and business leaders, as well as some 2,000 participants, around the values of sport and business.

The concept in itself was worth attending. Indeed at the heart of the event, forty groups of three, composed of club presidents and athletes, as well as women leaders of the companies supporting them, took turns on stage, determined to transmit their winning message to the public and potential partners. The only constraint they had... not exceed the minute granted by the moderator!

Solidarity, passion, humility, envy, perseverance, surpassing oneself were among the most shared values of these champions.

Carole Ponchon, PR and Projects Manager, had been invited by Patrice Bégay, Executive Director and Communication BpiFrance & BpiFrance Excellence, to represent EOSE and took advantage of this innovative event to prospect, make contacts, exchange and catch the contagious virus of “La Niaque” -

EOSE EVENTS

2017

Events timeline

°Events organised by EOSE

January

9th
T2MIS Working Meeting with the webdesigner - project on learning mobility
LYON (FR)

11th - 12th
EOSE Working Meeting with EC-OE (European Confederation of Outdoor Employers)
BRUSSELS (BE)

18th
Conference “Les Rencontres de la Niaque”
PARIS (FR)

26th
KA2 Sector Skills Alliance Coordinators meeting
BRUSSELS (BE)

31st
Erasmus+ Sport Infoday
BRUSSELS (BE)

February

1st
Erasmus+ Sport Small collaborative partnership coordinators meeting
BRUSSELS (BE)

7th - 8th
S2A Sport 4th Full Partner Meeting - project on Sport Administration
PAPENDAL (NL)
S2A SPORT 4TH FULL PARTNER MEETING

Producing occupational standards and education content for Sport Administration

Papendal (Netherlands) - 7th - 8th February 2017

Held by the WOS in Papendal (NL), the meeting gathered 14 participants representing the 12 partner organisations taking part in the S2A Sport project.

The participants were invited to follow on their journey onto the 7 Step Model applied to sport administration with the objective to sign off the Functional Map but also to work towards the development of the Competence Framework (also known as Occupational Standards). Articulating the passing of the baton from the employment to the education side, this step was crucial to go through the key competences needed to perform in sport administration while identifying the related performance criteria as well as knowledge and understanding.

The group also discussed the future steps and in particular the design of an innovative Curriculum and Training Handbook, the logistic for the pilot as well as the Final Conference.

ENGSO - the leader - successfully launched the ASPIRE project together with partner organisations from 10 countries representing a good mix of governmental organisations, public authorities, sport organisations and specialised or sport-related organisations.

ASPIRE, funded under the Erasmus+ Sport, has the main aim to offer suitable participation opportunities for refugees in and through sport, physical activity and play. In particular, this 2 year collaborative project will allow the development and implementation of a training module that is based on underpinning evidence and enhances the skills and competences of facilitators in sport organisations on how to adapt existing coaching activities to the specific context of refugees and migrants. The two days event was the occasion for the partners to get to know each other but also to get a better understanding of the project rules, aims and activities. Specific presentations were made by the Swedish Sport Confederation, ICSSPE, and the DOSB. These organisations will lead specific task forces on Migration, Refugee friendly sports organisation, Psychological support and Intercultural dialogue with anti-discrimination measures.

EOSE was represented by Carole Ponchon, PR and Projects Manager, and is thrilled to act as partner within this pioneering project.

ASPIRE KICK-OFF MEETING

Developing new approach for the sport sector to be a welcoming environment for migrants in Europe

Brussels (Belgium) - 8th - 9th February 2017

Read more about the S2A Sport project page 26

Read more about the ASPIRE project page 36
ESSA-SPORT RESEARCH TEAM MEETING WITH EUROSTAT

Getting insight into the statistical methodology and tools of Eurostat to feed in the research and consultation part of the project meant to draw a skills and employment map for the sector

Luxemburg (Luxemburg) - 13th February 2017

Representing the ESSA-Sport Research team, Vilma Cingiene (EOSE Secretary General) and Stephen Studd (EOSE Director of Development) liaised with Eurostat - the statistical office of the European Union – and in particular the staff in charge of of culture and sport statistics and visited their office in order to learn from them and understand their employment research methodology and in particular the EU Labour Force Survey.

Following the meeting, the ESSA-Sport Research team developed a common research protocol to be able to define and understand the sport and physical activity labour market across the member states.

National coordinators have been busy since then undertaking the expected desk research with the end goal to collate available data/statistics and produce national reports analysing the employment situation, skill needs and priorities to be implemented for the sector.

A further meeting is planned in early February 2018 to review the results with Eurostat officers.

EU SPORT FORUM

Contributing to the main platform for structured dialogue between the European institutions and sport stakeholders

St Julian’s (Malta) - 8th - 9th March 2017

As the largest gathering of sport stakeholders in Europe, the 2 days event gathered over 350 participants to cover many topics of interest for European sport, including sport diplomacy, gender based violence in sport, employability, inclusion and the role of volunteers.

EOSE was represented by Aurélien Favre, Executive Director and Stephen Studd, Director of Development who attended the Forum as participants and make the best of this opportunity for networking, strengthening partnerships with established partners, as well as establishing contacts with potential new partners.

EOSE was also given a special voice during the Forum as our President, Thierry Zintz, was invited to contribute as a guest speaker to the panel session on the contribution of sport to growth and jobs. Thierry highlighted that the EOSE led “European Sector Skills Alliance - based on a network of national stakeholder partnerships- can come to provide an encourage-ment to a new level of cooperation and action on these issues”. He ended up his presentation with a call for joint action for “a new collaborative approach across the sector supported by natio-nal governments and the EU.”

Read more about the ESSA-Sport project page 30

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Read more about the ESSA-Sport project page 30


EUROPEAN YOUTH AND SPORT FORUM
Supporting the largest exchange among youth in European sports
♀ St Julian’s (Malta) - 10th - 11th March 2017

The European Youth and Sport Forum is an excellent opportunity for young leaders around Europe to voice their opinions and recommendations to the European Institutions on sport. This Edition gathered over 120 youth sport leaders from all member states.

Throughout the Forum, following plenary presentation and workshop activities, the participants developed a set of recommendations and actions which form the Pink Paper on the topics of social inclusion and volunteering, healthy lifestyle, and sport diplomacy – topics formally identified as the key priorities in the frame of the Maltese presidency.

As anticipated, the EYSF 2017 proved to be a true success and EOSE was delighted to be represented by Simone Digennaro (IT) who provided an engaging and inspiring lecture on “healthy lifestyle challenge” and took the opportunity of Day 2 Networking session to exchange a lot with participants as regard EOSE’s work and approach.

We asked him what he learned during the EYSF and his testimony is a very strong one, full of promises: “What I’ve learned? That if you want to start a revolution, you need to have people who “move”; and if you can engage more people that is a “movement”; and if the movement is strong enough, that’s in best sense of the word, a revolution. I’ve seen in the Forum the seed for a radical change both of the sport sector and the society in general.”

WORKSHOP “SPORT AND EMPLOYABILITY”
Supporting the recognition of sport as a tool to develop youth employability
♀ Brussels (Belgium) - 20th March 2017

Representatives from different organisations had been invited for the workshop by the Consortium in charge of the “Study on the Contribution of Sport to the Employability of Young People in the Context of the Europe 2020 Strategy” commissioned by the European Commission. These included representatives from the selected case study organisations, job coaches working with NEETs, as well as representatives from the labour market also working with NEET. EOSE was represented by Aurélien Favre, Executive Director and Stephen Studd, Director of Development, who provided input as regard the recognition of skills and the definition of employability.

During the first session, the outline of the study was presented including the mapping and selection stage and a list of case study organisations visited or selected for analysis. Then the framework developed by the Consortium for exploring sport and employability and its various components was presented and discussed in detail. Last but not least, participants engaged in three small groups to discuss questions prepared by the research team. This was a final stage in consultation and the Report has now been accepted by the Sports Unit and published.

EYSF2017 Pink Paper available here: https://docs.wixstatic.com/ugd/6fa9e5_ee7d12a8300048faada70ebaf3cd5a4.pdf

Full Study available on EOSE European Library:
http://eose.org/ressource/study-on-the-contribution-of-sport-to-the-employability-of-young-people/
**ALL>>IN SPORT KICK-OFF MEETING**

Facilitating new model of cooperation in order to develop and sustain integrated pathways of lifelong physical activity for people with a disability

Stockholm (Sweden) - 30th - 31st March 2017

Parasport Sweden – the coordinator – successfully kicked off the ALL>>In project together with partner organisations (from 8 countries) representing a cross-sectoral team of local to national stakeholders from the entire Nordic sub-region, enriched by experts and European organisations, including EOSE, which was represented by Carole Ponchon (FR).

The meeting was a chance for all participants to share their view and experience as regard the concept of "6 Nations, 1 Team" for the Nordic Region in ParaSport that will underpin the project outcomes and work flow. The first rules were established to implement ‘Knowledge Hubs’ in order to gather examples of good practice, develop creative solutions to meet the need of the sector and then test the solutions through pilot activities. The project will run until the end of 2019 and will seek to define common elements in the collaborative process in the Nordic region in order to then provide the basis for successful models of co-operation to be established in other sub-regions of Europe.

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**EOSE NATIONAL VISITS**

Enabling members to develop their role in the national sport system and to act as national facilitators and agents of change in skills development

- **Copenhagen (Denmark)** - 5th May 2017
- **Potsdam (Germany)** - 9th May 2017
- **Athens (Greece)** - 12th June 2017
- **Nicosia (Cyprus)** - 21st September 2017

As part of its Work Programme 2017, EOSE visited 4 of its members in 2017.

Designed as capacity-building visits to support National Member in facilitating consultation and research, these meetings aimed at building a stronger relationship between EOSE and its National Members, enhancing the understanding of EU policies and their relevance to sport as well as consulting with National Members in order to feed into the EOSE strategy for the near future (bottom-up approach).

On the 5th of May 2017, EOSE team met with the Danish Institute for Sports Studies (IDAN) in Copenhagen. On the 10th of May, we travelled to Potsdam to have some exchanges with the Europäische SportAkademie Land Brandenburg (ESAB) and the Fachhochschule für Sport Management (FHSMP). On the 12th of June, EOSE met with the Secretariat General of Sports in Athens. Last but not least, on 21st of September, we met with the University of Nicosia in Cyprus.

On these occasions, EOSE - represented by Carole Ponchon, PR & Project Manager and Stephen Studd, Director of Development - and its members had the chance to discuss the realities and challenges facing the sector, discuss EU Policies (VET, Skills, Employment, Sport) and on the purpose, added value and technical content of the 7 Step Model.
EHF CLUB MANAGER SEMINAR
Bridging the gap between the work of the EU Commission and the reality-based efforts of sport federations
📍 Cologne (Germany) - 1st June 2017

EOSE Director of Standards, Ben Gittus presented at the European Handball Federation Club Management Seminar in Cologne, Germany. This annual event which brought together representatives from national handball federations and clubs from across Europe had the theme of "The player in focus – club environment – best practice". As part of his presentation, Ben presented key issues affecting the sport sector in Europe and relevant EU policies in sport and education as well as the 7 Step Model as a unified response to these key issues and policies.

EOSE attendance was facilitated through the signing in early 2017 of a Memorandum of Understanding between EOSE and EHF which strengthens the relationship and collaboration between the two organisations. Both organisations look forward to further joint working and developing initiatives to support education and workforce development in handball.

EOSE NATIONAL ROUND TABLES
Supporting members to act as national facilitators and agents of change in skills development
📍 Athens (Greece) - 11th June 2017 / Nicosia (Cyprus) – 20th September 2017 / Madrid (Spain) - 25th October 2017

Organised in collaboration with EOSE and on invitation by EOSE members in Greece, Cyprus and Spain, these three national round tables gathered a mix of stakeholders (sport federations, local and regional authorities responsible for the development and implementation of the sport programmes as well as physical education trainers) and provided an opportunity to disseminate information and facilitate dialogue and debate on skills & employment in the sector.

Panel discussion and exchanges with the audience raised a lot of interest and questions about developing the workforce necessary to deliver the health benefits of physical activity.

Stephen Studd, Director of Development represented EOSE and provided information on the realities of the sector in Europe, on existing EU policies for education, employment and sport and on the concept of a European Sector Skills Alliance.

The initiative proved to be very effective and will be replicated in 2018.
On the invitation of EOSE, as leader of the project, T2MIS partners met in Lyon for the second full partner meeting. The event gave the opportunity to discuss the progress made so far, to share realities and to agree the next steps towards the implementation of this ambitious EU funded project focusing on the topic of Learning Mobility in the sector. Partners provided an update about the findings of their national desk research activities both in terms of available funding opportunities and good practice examples. One of the key components of the meeting was also to organise a brainstorming session to share ideas and towards the development of the “European Mobility in Sport Online tool” - an adapted online solution to tackle the identified barriers and create the conditions to encourage and make learning mobility a reality in sport-which will be the main outcome of the T2MIS project.


On the invitation of the Sport Unit of the European Commission, various stakeholders including the EACEA (the Funding Agency responsible for delivering the programme) and representatives from the Member States (Luxembourg, Belgium Flemish part, Bulgaria, Estonia and France) as well as representative from the EOC-EU Office, EOSE, ENGSO, ISCA, StreetfootballWorld, EuropeActive, FESI and the Deutsche SportHochschule, gathered for a timely and interesting workshop.

The aim of the Sport Unit was to gather the views of stakeholders ahead of the meeting of the Sports Directors of the Member States’ Ministries (11-12 July) during which Ministries discussed the priorities and place of sport in the next generation of Erasmus+.

EOSE was represented by Carole Ponchon as PR and Project Manager, who shared the feedback and ideas gathered during the last year as part of the EOSE consultative work with various stakeholders to be able to channel their concerns and opinions into the EU policy making process.

Full article & specific recommendations available on EOSE website: http://eose.org/2017/07/sport-getting-ready-for-the-next-generation-of-erasmus/
EUROPEAN US GIRLS 2ND FULL PARTNER MEETING

Tackling the issue of gender inequality in grassroots sport

Amsterdam (Netherlands) - 29th-31st August 2017

The second partner meeting of the European Us Girls project was hosted within the Dutch based headquarters of WomenWin Europe and brought together the whole partnership including the UK charity StreetGames and five other partners (among which EOSE). The purpose was to exchange and reflect about the research report and plan the new learning and training resources which will be developed within the project. EOSE was represented at the meeting by Stephen Studd, Director of Development and Ben Gittus, Director of Standards.

The next phase of the project will be to develop innovative eLearning resources for project leaders to identify, recruit and train young women and girls peer leaders.

More about the European Us Girls project page 35
IHRSA EUROPEAN CONGRESS
Formalising and strengthening the relationship and collaboration with a long standing partner

London (United Kingdom) - 23rd - 24th October 2017

As a result of a trustful informal relationship since 2014 between EOSE and IHSRA, Stephen Studd, EOSE Director of Development, had been invited to present EOSE during the meeting of European national fitness associations as part of the IHRSA European Congress – a yearly event which features presentations delivered by executives from inside and outside the health club industry, providing thought-provoking commentary on trends shaping the business world and networking opportunities with over 500 pan-European leaders and decision makers.

On this occasion, EOSE signed an MoU with IHRSA to secure future collaborative activity in Europe - in particular on research and consultation. It is anticipated that by working together, the organisations can have a beneficial impact on the health clubs and fitness sector as well as the sport and physical activity sector as a whole, encouraging interaction between the two for the purpose of tackling physical inactivity and enhancing skills development.
ESSA-SPORT 2ND NATIONAL COORDINATORS MEETING

Working towards the first EU-wide Employment and Skills map for the whole sport and physical activity sector

Lyon (France) - 28th November 2017

Organised by EOSE together with UNI-Europa and EASE, the second ESSA-Sport national coordinators meeting gathered 37 participants from 19 countries, including a representative of the EACEA (Education, Audiovisual and Culture Executive Agency).

The meeting provided the opportunity to ensure all participants were on the same page and level of understanding as regard the work carried out so far and the remaining tasks based on the project’s work programme.

Special insights from the labour market analysis carried out during the first year of the project were provided by Stephen Studd, EOSE Director of Development and Simone Digennaro as representative of the Research Team. Ben Gittus, EOSE Director of Standards, then took the lead to provide participants with a glimpse into the Desk Research Part 2 linked to education and training national system.

In the afternoon, the participants were invited to work in groups in order to gather ideas and inputs from them all as regard the upcoming ESSA-Sport Online Skills Employers Survey to be launched in 2018. The objective was to collect different perspectives and to build up the premises of the survey methodology including the potential target, way to proceed for the dissemination of the questionnaire as well as the content itself.

GOGOLF EUROPE FINAL CONFERENCE

Showing the way for youth coaching and participation in golf

Lausanne (Switzerland) - 17th November 2017

Senior representatives from the European golf sector came together at the GoGolf Europe Final Conference to discover and debate the results of the project.

Most importantly, the conference presented an opportunity to strengthen the legacy of the project as discussions covered how the project outcomes could be used for the benefit of golf at all levels. Indeed, the presentations by keynote speakers –including Richard Heath, General Secretary of the European Golf Association (EGA), Tony Bennett, Director of Education and Membership at the PGAs of Europe, and Dr Rehema White from the University of St Andrews, the project research partner - included recommendations for delegates to take away about how to develop an effective intervention for youth participation in their club or federation (and in particular designing and evaluating interventions for golf participation).

EOSE was represented by Aurélien Favre, Executive Director, and Ben Gittus, Director of Standards, who said “we have been delighted to provide support to this important youth sport and participation project – as the project comes to a close it was exciting to attend the event and discuss how the golf industry can use the innovative project outputs to develop youth participation in golf.”

More about GoGolf Europe page 34

Read more about the ESSA-Sport project page 30
S2A-SPORT FINAL CONFERENCE
Introducing and testing valuable resources for the sector

Lyon (France) - 29th November 2017

40 participants representing 20 countries gathered on the 29th November 2017 in Lyon (France) on the invitation of the S2A Sport partnership in order to discuss the future of sport administration in Europe. As the project is coming to an end in the next 3 months, the idea was to present and test some of the main outcomes and ideas in order to further ensure the sustainability of the product created.

Thierry Zintz, opened up the conference as EOSE President and warmly welcomed all the participants including two special guests, Marion Lacroix, from the French National Olympic Academy, and Maria Lourdes Gonzalez, from Deutscher TurnerBund, who were invited to provide their feedback as regard the Pilot Training that took place in Finland from 3rd to 9th of September 2017.

Then Aurélien Favre, EOSE Executive Director, provided all the participants with a snapshot of the project journey, including the rationale, timeline and partnership. Ben Gittus, EOSE Director of Standards, then introduced the 7 Step Model to the audience which served as pattern through the project to provide an interactive mapping of the skills and occupations in sport administration. The results were tested live at the conference as the 40 participants were asked to cross match the Occupational Standard with the 5 key areas identified by the partnership as part of the project.

Kirstie Simpson, from the University of Chester, then explained how all this mapping work was translated into a user friendly training manual to help sport organisations develop their team as all learning outcomes relate to the standards.

Based on the feedback collated, the project final outcomes will be polished and amended and be made publicly available by the end of the project.

As the key part of the Conference was in fact to assess the interest of the major outcomes developed and to work with the participants towards a sustainable path for the training programme they were asked to work in group in order to think about the implementation and sustainability of the training programme and other outcomes after the completion of the S2A Sport project. It was very encouraging to observe the level of interest and engagement of all participants and to hear their priceless input and ideas.

EOSE EVENTS
ORGANISATIONAL

The organisation chart of EOSE has evolved through the past years with the enlarging and widening of the scope and remit of the association.

The structure of the organisation, summarised through the diagram page 54, was developed to ensure the most efficient leading of activities and based on different levels of responsibilities.

A full description of the role and mission of each component of this diagram and further details can also be found at www.eose.org.
**EOSE’S ORGANISATION chart 2017**

**GENERAL ASSEMBLY** = ALL EOSE MEMBERS

**DEFINING PRIORITIES**

**REPORT ANNUALLY**

**EOSE EXECUTIVE BOARD**

SET THE SCENE & DEVELOP THE STRATEGY

Thierry Zintz
President

Aurélien Favre
Executive Director

Stephen STUDD
Director of Development

Ben Gittus
Director of Standards

Carole Ponchon
PR & Projects Manager

Vilma Cingiene
Secretary General

Mairit Pellinen
Member of the Board

Abel Santos
Member of the Board

Jean-Louis Gouju
Former Treasurer

Nicos KARTAKOULIS
Former Member of the Board

Their mandate ended up in November 2017

**PROVIDE GUIDANCE AND VISION**

**EOSE SECRETARIAT**

TURN STRATEGY INTO ACTION

**REPORT QUARTERLY**

*Deliver a programme of actions serving*

**EOSE NETWORK OF MEMBERS & PARTNERS**
EOSE is a membership association composed of national expert organisations that recognise the importance of qualifications and training for the sport and physical activity sector and are committed to leading and facilitating their modernisation in the context of the policies of the European Union and its Member States.

We are proud to have official Members representing a wide variety of stakeholders (from training providers and sport institutes to the sport movement, social partners and governments) **involved all over Europe** (currently in 20 EU countries, as **shown in the table below**).

Members of EOSE are a central part of the organisation and the goal is to try to involve as much as possible members in relevant activities and European projects/studies. EOSE members are at the heart of the organisation. Therefore the Annual General Assembly and Members Seminar is not only a statutory meeting but a key asset to create dynamism within the organisation, encourage exchanges of good practices and ideas and also to strengthen the network, and to discuss and develop a strategic plan outlining priorities for future work.

<table>
<thead>
<tr>
<th>Belgium</th>
<th>Catholique University of Louvain (UCL)</th>
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<tr>
<td>Belgium</td>
<td>Flemish Office for Employment in Sport (Sportwerk Vlaanderen)</td>
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<tr>
<td>Bulgaria</td>
<td>National Sports Academy «Vassil Levski» (NSA)</td>
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<tr>
<td>Cyprus</td>
<td>University of Nicosia (NIC)</td>
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<td>Denmark</td>
<td>Danish Institute for Sport Studies (IDAN)</td>
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<td>Finland</td>
<td>Sport Institute of Finland (SiF)</td>
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<td>France</td>
<td>Fédération des Entraîneurs Professionnels (FEP)</td>
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<td>France</td>
<td>GAREF Sport</td>
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<td>Germany</td>
<td>Potsdam University of Applied Sciences for Sport and Management (FHSPMP)</td>
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<td>Greece</td>
<td>Secretariat General of Sports (SGS)</td>
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<td>Hungary</td>
<td>Hungarian University of Physical Education (HUPE)</td>
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<td>Ireland</td>
<td>Institute of Technology Tralee (ITT)</td>
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<td>Italy</td>
<td>Association of Sport Managers (MSA)</td>
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<td>Italy</td>
<td>Higher Institute of Physical Education in Florence (ISEF)</td>
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<td>Italy</td>
<td>CONI – School of Sport</td>
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<td>Italy</td>
<td>University of Cassino and Southern Lazio (UNICLAM)</td>
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<td>Lithuania</td>
<td>Mykolas Romeris University (MRU)</td>
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<td>Latvia</td>
<td>Latvian Academy of Sport Education (LSPA)</td>
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<td>Malta</td>
<td>Sport Malta</td>
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<td>Netherlands</td>
<td>Organisation of Employers in Sport (WOS)</td>
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<td>Poland</td>
<td>Institute of Sport National Research Institute</td>
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<td>Portugal</td>
<td>Portuguese Institute of Sports and Youth (IPDJ)</td>
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<td>Portugal</td>
<td>Rio Maior School of Sport (ESDRM)</td>
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<td>Romania</td>
<td>National Institute for Sport Research (NISR)</td>
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<td>Spain</td>
<td>Technical University of Madrid (UPM)</td>
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<td>UK</td>
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<td>SkillsActive</td>
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<td>UK</td>
<td>University of Chester (UoC)</td>
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<td>UK</td>
<td>University of Stirling</td>
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EOSE members, old and new, were invited to join EOSE staff in the city where EOSE was founded, to kick-start a year of celebration as EOSE is turning 15 years old!

Gathering 34 participants from 20 countries, the event was an opportunity to nurture the relationship between EOSE members while looking together at past achievements, the journey so far and most importantly building upon this legacy to envision a brighter future both for the organisation and the sector.

EOSE’s 15th anniversary was certainly one worthy of extra attention and celebration and we were delighted to have a special programme celebrating the journey of the organisation in the presence of EOSE Presidents - past and present- Mr Jean Camy, Mr Stephen Studd and Mr Thierry Zintz.

Mr Camy reminded the audience of the roots of EOSE which at first was a network of organisations willing to take a common initiative to share good practice and knowledge in order to define a new way to align education and training with the needs of the labour market. He also gave a special tribute to the late Mr Alberto Madella’s creative mind which paved the way for the development of the Lifelong Learning Strategy for Sport. Mr Studd then illustrated the shift during his Presidency (2006-2012) from a philosophical leadership to a more pragmatic approach with the aim to ensure people at national level understood the purpose and benefits to be part of a European network organisation. Current President, Mr Zintz, then took the lead and expressed his own gratitude to the members who had consistently offered him support since EOSE 10th Anniversary.

The formal General Assembly was an opportunity to present the outlines of the most visible accomplishments of EOSE in the past year and also look into the future with the formal election of new board members. As of now, the EOSE Executive Board will be made of Abel Santos (Portugal), Mairit Pellinen (Finland), Simone Digennaro (Italy), Thierry Zintz (Belgium) and Vilma Cingiene (Lithuania).

Participants then had a chance to get to know each other better and look into EOSE future thanks to a specific workshop using the LEGO® Serious Play®. The strength of EOSE has always relied on the involvement, expertise and goodwill of its members. This is our invaluable richness and the aim of our member seminar was to provide them more support to unlock their potential as agents of change. The interactive team building game was therefore an occasion to breathe new life into ongoing topics and provide new perspectives to the work carried out by the network of partners and members.
EXECUTIVE BOARD MEETINGS

Ensuring the leadership and governance of the organisation

Quarterly Executive Board meetings gathering Board Members and the Operational team were organised during the year 2017:

- Paris, 26th April / Lyon, 5th July / Paris, 18th October / Brussels, 20th December

The organisation is led by the EOSE Executive Board composed of the President, Treasurer, Secretary General, and two additional Board Members.

During Executive Board Meetings, detailed financial updates are presented, latest progress towards current EU projects and International contracts given, potential opportunities for future work and collaboration discussed, participation at events/conferences decided, and strategic decisions on the development of the organisation taken.

Overall, Board Members are charged with representing EOSE at European events and expert groups, and ensuring a strong and efficient relationship with decision makers. They also create an efficient atmosphere within the organisation, receiving regular up-dates of the state of achievement of the work undertaken by EOSE and EOSE Services and being reactive to manage any obstacles and difficulties.

THE Budget

EOSE success is mainly based on its capability to run and take part into EU funded projects. In 2017 the income categories were as follows:

- EU Grants 96.90%
- Membership Fees 3%
- Reimbursement 0.1%

Total Operating Incomes from certified financial accounts
EOSE is an international organisation working towards the development of the sport and physical activity sector. Expert in building bridges between the worlds of education and employment, EOSE aims at ensuring the development of a competent workforce with the right skills through a wide network of members and partners. We are working to provide a range of services and activities based on the combined expertise of our two entities (the European Observatoire of Sport and Employment and EOSE Services).

EOSE membership structure has been revised in 2017 and now offers the possibility for any organisation and individual expert from the Sport and Physical Activity sector in Europe to be involved within the association as member.

Indeed in order to accommodate all the different interested organisations and individuals from the sector which are working on the topics in line with our mission, the membership will from the 1st of January 2018 be divided into 2 categories: Full Members & Honorary Members.

**FULL MEMBERS WILL BE MADE OF:**

1. **National Expert Organisations**
   Independent and not for profit, willing to contribute to the work of EOSE and demonstrating connection with national stakeholders.

2. **International / European Organisations**
   Having signed a MoU with EOSE, interested in skills and workforce development.

3. **Individuals**
   Recognised experts in the areas related to EOSE Vision and mission AND willing to act as national point of contact.

**WHY become a member?**

1. Get access to a wide network and database
2. Increase your influence while being member of a recognised stakeholder at EU level
3. Receive the latest news from the sector and updates on EU policies
4. Benefit from a prime access to EOSE EU funded projects
5. Build upon EOSE recognised expertise in projects management
Each organisation wishing to become an EOSE Member shall first send an expression of interest to the Secretariat:

**BY EMAIL**

eosesec@eose.org

**BY POST**

EOSE Secretariat, 1 Grande rue des Feuillants, 69001 Lyon, France

Our end goal is to facilitate or provide a catalyst for skills development initiatives in the sport and physical activity sector.

**EVEN IF YOU DO NOT SEE YOURSELF AS A MEMBER, WE ARE STILL LOOKING FORWARD TO HEAR FROM YOU!**

Indeed beside the work we lead with our Members, we are also running activities and projects with and/or on behalf work partners.

KEEP IN MIND THAT EOSE – TOGETHER WITH ITS SISTER ORGANISATION, EOSE SERVICES– IS WORKING TO PROVIDE A RANGE OF SERVICES AND ACTIVITIES BASED ON THEIR COMBINED EXPERTISE.

**THEREFORE LET’S EXCHANGE & EXPLORE TOGETHER HOW WE COULD COLLABORATE!**

6 Get tailor-made information on potential EU funding

7 Contribute to the development of a structured approach to screen and anticipate the sector’s needs

8 Be involved in data collection and collaborative publications

9 Take part in the sector development and support our work

10 Contribute to shaping EOSE’s future while making your voice heard at the GA
“I think sport as a tool for skills development is a cross-sectoral theme, which deserves cross-sectoral thinking in policy making. Access for sports should be equal for the minors but as well for the elderly and sport should be part of lifelong learning. [...] I want to stress that I and also the majority of CULT members think, that skills and education should adapt to the needs of the labour market.”

Hannu Takkula in October 2016, Finnish MEP, Co-chair of the European Parliament Sport Intergroup.

“A new approach on education for sport professions based on learning outcomes which will lead to the best possible match between the needs of society, requirements of the job market and qualifications offered has to be set in place. With those efforts we contribute to better employability, which is one of the main concerns of the Commission under President Juncker. That is why I warmly welcome all your efforts related to sectoral qualification frameworks or recognition of non-formal and informal education and training in sport professions.”

António Silva Mendes in October 2015, Former Director for the Education & Vocational Training, DG EAC, European Commission.
"In many member states of the European Union, the sport and physical activity sector is a growing employment sector with both private and public investments. EOSE is playing a leading role in highlighting through its successful and innovative projects, the great potential this sector has to create jobs, to improve our quality of life and to generate more understanding between the different cultures that enrich the old continent. My personal experience with EOSE has been very positive and I keep seeing the Observatoire as an avid silent leader in promoting European sectoral VET."

Dr Joachim James Calleja in January 2017, Director of CEDEFOP.

“I was delighted to be asked to contribute as a lecturer on the S2A pilot training programme in Finland. This is the second time I have been able to support EOSE training activities. EOSE is making a real difference to the skills agenda in sport and physical activity in Europe and I am pleased my institution Leeds Beckett University will become the newest member of EOSE in 2018. I look forward to more collaborative working in EOSE’s 15th anniversary year.”

Stephen Robson in September 2017, Course Director at Leeds Beckett University (United Kingdom).

“Sports Officials UK were delighted to partner with EOSE for the successful Erasmus+ application in 2017 which will result in the ONSIDE project […]. We recognised the professionalism and expertise EOSE could offer in the areas of skills development and building a successful project which will enhance the role of the sports officials in Europe. We can’t wait to get started and wish EOSE all the best for their 15th anniversary year.”

Janie Frampton in October 2017, Director of Sports Officials UK (United Kingdom).

“The PGAs of Europe have worked with EOSE on several projects over the last few years. In our first project, and with no experience of European projects, it was vital to have the good advice of EOSE, who through their skill in managing complex projects, allowed us to focus clearly on the areas that were within our competence. In the most recent project we had recommended EOSE to the partnership, and once again their professionalism ensured that we delivered on our objectives.

On the occasion of the 15th Anniversary of EOSE, all at the PGAs of Europe wish to recognise the high level of professionalism that underpins your work and wish you continued success.”

Tony Bennett in November 2017, Director of Education and Membership at The PGAs of Europe (UK).

“The partnership with the EOSE in general and in particular the ONSIDE project perfectly meets the interest of the EHF to benefit from the exchange of best practice experience and to further develop conceptual approaches […]. EOSE in its 15 years of existence is a rather young organisation, like the EHF, we share the idea of driving sport forward and of providing quality management in the interest of this development.”

Michael Wiederer in December 2017, President of the European Handball Federation (Austria).
“Being part of EOSE opens doors and adds credibility to the member’s activities especially thanks to the continuity in the strategy followed and the activities carried out.”

EOSE members’ message to the Secretariat.

“EOSE is a vibrant, transparent and very innovative organisation and we have synergies we can develop together. As members actively involved in the sport sector, transparency and accountability is a very big issue for us and we are glad that EOSE is practicing good governance. The added-value of EOSE is the transfer of knowledge between the good team of experts in different areas, people with various experience in the sector, which is valuable both for us as individuals but also for our organisations.”

Nikos Kartakoullis in February 2016, President of the Council of the University and Professor at the University of Nicosia, EOSE Executive Board Member (2015-2017), Cyprus.

“Because I’m working in higher education, I had to deal with and quickly learn in the last years about all the new phenomenon of Informal and Non Formal learning, validation, national qualification framework... And they all started to make sense to me after meeting EOSE and its sectoral approach six years ago. It brought me to a level of understanding where the workforce, paid or unpaid, is heading towards a better and more inclusive sport system. EOSE methodology and approach is a way for us to make the human resources in the sector better!”

Judit Farkas in June 2016, Senior Advisor and Grant Researcher at the University of Physical Education, Hungary.

“The EOSE national round table organised on the 7th of December 2016 offered a floor for experience and problems sharing; fruitful discussions and contacts exchange among 30 representatives of sport federations, governmental institutions, education and training providers and employers. The event proved to be particularly positive as Portuguese sport specialists were very open and welcomed future cooperation to further develop the concept of the National Sectors Skills Partnership with a view to develop the sector and its workforce in Portugal.”

Abel Santos in December 2016, Professor at the EDSRM - Sport Sciences School of Rio Maior, EOSE Executive Board Member since November 2017, Portugal.
"We very much share the objectives of EOSE to make a stronger connection between the actual developments in the sports sector and the development of adequate skills and the right structures.

In this process it has been of great inspiration to connect with an organisation like EOSE, which has already done a lot of the research and thinking, which is increasingly needed in the Danish sports sector as well."

Henrik H. Brandt in May 2017, Director at Danish Institute for Sports Studies (Denmark).

“I have been involved with EOSE for 3 years now. The first thing that comes to my mind when I think of EOSE is the big network of great people to share expertise and knowledge with. The EOSE ‘family’ is a gathering of professionals all with passion for sport, Europe, employment, education and skills. It is really valuable for the WOS to be a member of EOSE because of the European network of professionals where we can learn from each other and all the projects which are an added value to our work at national level. I hope EOSE will continue the fantastic work as a bridge between all the members.”


“EOSE is fully open to cooperation in line with its aims and philosophy. Every EOSE project has areas that align with your strengths, so it’s in your best interest to identify those areas and showcase your expertise. The value of EOSE working programme also lies in the concrete support offered to members through funding visits to Education Institute or Sport centres in other countries or participation in specialised practical workshops and courses. It is very important to say that the operational team is a very helpful, dedicated one and interface smoothly with members, partners and stakeholders”

George Pigos in December 2017, Manager of Sport and Scientific Assistance Department at the Secretariat General for Sport, Greece.
EOSE is thrilled to present its 2017 Annual Report, providing new insights to an organisation that is celebrating its fifteenth year of activity.

The activities and new initiatives taken in 2017, will serve as a new pillar in future development as EOSE will work to be “by 2020, [...] a sustainable, independent, non-profit civil society network and expert association acting as a focus for skills and workforce development in the sport and physical activity sector across Europe”.

2017 will remain an historic moment for the organisation. EOSE is especially proud to have, for the first time ever, delivered -together with a network of partners and members- a European training programme. This, alongside with the work carried on the European Sector Skills Alliance, has set a new step in our development.

While this report is a celebration of the year that has just closed, EOSE will keep working on developing strategies that are meaningful to the sector but will also develop its capacity to turn these strategies into action. It is our will to collaborate with you towards this shared vision of as sector reaching its full potential.

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2017